

## Regional Strategic Plan Alamo Area Council of Governments

### *Local Community Involvement in the Strategic Planning Process*

The Regional Strategic Plan represents the vision and priorities, as established by community stakeholders of the 13-county area (Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson) served by the Alamo Area Council of Governments (AACOG). AACOG serves the Alamo Area/State Planning Region 18, which covers 12,582 square miles.

In an effort to gather and compile data representative of all communities in the region, County Judges and Criminal Justice Advisory Committee members were asked to assist in reaching out to community stakeholders and service providers to participate in a regional strategic planning process. Planning staff also reached out to agencies that have submitted applications to the Office of the Governor – Criminal Justice Division in the past requesting funding through the General Victims Assistance Program, Violence Against Women Act funding stream, Justice Assistance Grant, and Juvenile Justice Delinquency Prevention programs. Requests for participation and links to the online survey were sent to all law enforcement jurisdictions in the region, explaining the process. Each agency or individual contacted was also encouraged to send the strategic planning information to any additional service providing entities in their community – including churches, schools, mental health providers, who may be impacted by criminal justice issues.

Through the support of the community, AACOG Planning staff was able to get 100% participation from the 13 counties we serve in the development of the Regional Strategic Plan. The following includes a breakdown of counties served by agencies/individuals that filled out the online survey:

<b>Counties in which your agency provides services:</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Atascosa	24.3%	28
Bandera	15.7%	18
Bexar	53.9%	62
Comal	21.7%	25
Frio	13.0%	15
Gillespie	10.4%	12
Guadalupe	17.4%	20
Karnes	13.0%	15
Kendall	17.4%	20
Kerr	12.2%	14
McMullen	5.2%	6
Medina	14.8%	17

Wilson	16.5%	19
Other (please specify)	13.0%	15
<b><i>answered question</i></b>		<b>115</b>

### ***Regional Data and Feedback to Support the Strategic Plan***

The Regional Strategic Plan included extensive collaboration to create and distribute a survey to local service providers, community stakeholders and concerned citizens within the AACOG Region. The survey allowed service providers to clearly indicate those services that are available within their community or gaps in services.

The AACOG Region is unique from many of the other COG regions in its representation of rural and urban counties. San Antonio in Bexar County is the seventh largest city and 17<sup>th</sup>-most populous county in the nation, with an estimated population of 1,817,610. The City of San Antonio and its incorporated cities sit at the junction of two major federal interstates – 10 and 35. As a result of its location, San Antonio and surrounding areas is a major hub for human trafficking. Its close proximity to the Mexican border, in conjunction with the interstate system, also contributes to significant narcotics traffic.

In comparison, the region also includes rural communities such as McMullen County, with an estimated permanent population of 764 people. While the number of permanent residents is low, McMullen, as well as Wilson, Karnes, Atascosa, and Frio Counties are still adjusting to and from the transient working population brought in by the Eagle Ford Shale project. The region’s southern counties have gone from an oil boom to seeing a considerable drop in the price of oil in the global market. This has resulted in significantly greater demand for criminal justice services without increased access to support to cover those needs.

The availability and gaps in services in such a diverse region are often very different from one county to the next; however, the underlying needs for the juveniles, victims, law enforcement and mental health from rural to urban settings are similar in nature. Agencies must have the support to provide needed services to their populations.

The following includes the data collected to support the development of the priorities within each of the four areas.

#### *Juvenile Justice System Improvement/Juvenile Issues:*

Juvenile Justice System Improvements or issues faced by juvenile service providers throughout the AACOG Region vary as much as the individual populations served within each area. However, the need to address mental health and the unavailability of adequate, affordable counseling and therapy are consistently present in rural and urban areas. The challenges of technology and social media, as they pertain to cyber-bullying and safety, cross county lines. Survey participants were asked to rank the programs and services in their communities deemed to be the most effective.

**Juvenile Issues - What programs or services are most effective at addressing juvenile issues in your community? Please rank 1 as being the best or most effective, 5 as needing the most improvement.**

Answer Options	1	2	3	4	5	Rating Average	Response Count
Education Programs for Juveniles	10	9	22	7	8	2.89	56
Prevention/Diversion Programs for Juveniles	5	13	13	15	10	3.21	56
Mental Health Services for Juveniles	6	7	14	11	19	3.53	57
Training for Criminal Justice Professionals	8	11	23	13	2	2.82	57
Programs for Youth in the Juvenile Justice System	8	6	23	11	7	3.05	55
Parental Involvement/Education	7	6	15	10	19	3.49	57
Violence Prevention Programs - Out-of-School Programs	3	9	16	8	21	3.61	57
Violence Prevention Programs - School-Based Programs	5	10	15	10	17	3.42	57
Substance Abuse Intervention and Treatment Programs	7	6	13	13	18	3.51	57
<b>Substance Abuse Prevention Programs (Alcohol, Tobacco, Drugs)</b>	6	8	16	13	14	3.37	57
Truancy Prevention Programs	4	12	18	7	15	3.30	56
Effective Job Training Programs	6	9	12	8	22	3.54	57
<b>answered question</b>							<b>59</b>

*Direct Victims Services/Victims Issues*

Victims issues or the problems faced by victim service agencies tend to follow similar trends, despite whether the population being served is rural or urban. Access to direct comprehensive crisis services remains a central issue in the entire AACOG region. The scope of those crisis services shifts, based on geography, however, as the populations are different. For example, many of AACOG’s rural communities do not have immediate access to sexual assault forensic nursing programs and also run into issues with transportation to get survivors to the needed services in the more populous areas. In comparison, in urban areas, the demand for protective orders may be far greater than the manpower available to issue them in a timely manner.

Survey participants were asked to rank the programs and services in their communities deemed to be the most effective.

**Victims Services - What programs or services are most effective at addressing Victims Services issues in your community? Please rank 1 as being the best or most effective, 5 as needing the most improvement.**

Answer Options	1	2	3	4	5	Rating Average	Response Count
Respond to the emotional and physical needs of crime victims	16	14	7	4	5	2.30	46
Assist victims in stabilizing their lives after victimization	11	10	12	9	4	2.67	46
Assist victims to understand and participate in the criminal justice system	11	20	9	4	3	2.32	47
Provide victims with safety and security	18	8	11	3	6	2.37	46
Improve the criminal justice system response to victims of violence	9	14	8	8	7	2.78	46
Improve court services regarding domestic violence, sexual assault, dating violence, and stalking	11	12	8	6	9	2.78	46
Strengthen victim restoration	11	13	11	6	5	2.59	46
Increase collaboration and communication across levels of government and among victim service providers	6	13	13	7	8	2.96	47
Provide victims access to comprehensive victims services	14	13	5	7	7	2.57	46
Other (please specify)							2
<b>answered question</b>							<b>47</b>

### *Criminal Justice System Improvements/Law Enforcement*

The area of Criminal Justice System Improvements is the most consistent across county lines, in terms of data supporting the needs and gaps in services. Personnel, training and equipment remain the underlying concerns and demands for all departments.

How does the law enforcement community best serve the needs in your community?							
Answer Options	1	2	3	4	5	Rating Average	Response Count
Community Visibility and Accessibility	20	5	7	5	6	2.35	43
Crime Reduction	15	8	10	7	3	2.42	43
Response to Crime	16	8	4	7	8	2.60	43
<b>answered question</b>							<b>43</b>

*Mental Health/Substance Abuse Prevention*

Mental health and services geared to providing therapy, counseling and other mental health needs often crosses into all of the identified Criminal Justice areas – Juvenile Justice, Direct Victim Services, and Law Enforcement. Service providers in all of these areas recognize the need and complete lack in resources in this field for area providers. Data continues to support the need for increased support and services in the field of mental health and substance abuse.

How are the needs of individuals with mental health issues addressed in your county/community?						
Answer Options	1	2	3	4	5	Response Count
Case Management for Clients	6	13	18	6	3	46
Justice System Navigation for Clients	4	12	13	11	4	44
Mental Health Courts	5	11	14	8	8	45
Service Navigation for Clients	4	11	16	10	4	45
Training of Criminal Justice Professionals in Mental Health Issues	3	12	15	11	4	45
<b>answered question</b>						<b>47</b>

***Community Stakeholder Planning Process Participation***

In an effort to create a comprehensive survey to gauge the needs and gaps in services throughout the region, COG staff worked with the County Judges and CJAC members to draw together Community Stakeholders for input on an electronic survey representative of all AACOG counties. These Stakeholders included past County community planning Chairs, concerned citizens, and CJAC members. The participating stakeholders included concerned citizens, as well as represented the following agencies:

- Atascosa County – District Attorney’s Office*
- Atascosa County – Emergency Management Office*
- Bandera County – Juvenile Probation Office*

*Bandera County – Sheriff’s Office*  
*Bexar County – Central Magistrate’s Office*  
*Bexar County – District Attorney’s Office*  
*Bexar County – Fiscal Division*  
*Bexar County – Juvenile Probation Office*  
*Bexar County – Sheriff’s Office*  
*Center for Healthcare Services*  
*City of Cibolo – Police Department*  
*Comal County – Sheriff’s Office*  
*City of Kerrville – Police Department*  
*City of San Antonio - Police Department*  
*Frio County – Juvenile Probation Office*  
*Gillespie County – Emergency Management*  
*Gillespie County – Sheriff’s Office*  
*Guadalupe County – County Judge’s Office*  
*Hill Country Crisis Cares*  
*Karnes County – Juvenile Probation Office*  
*Kendall County – Sheriff’s Office*  
*Kendall County – County Attorney’s Office*  
*Kendall County – Justice of the Peace, Pct. 1*  
*Kerr County – County Attorney’s Office*  
*Kerr County – County Commissioner’s Office, Pct. 4*  
*Kerr County – Sheriff’s Office*  
*McMullen County – Sheriff’s Office*  
*Medina County – Constable, Pct. 1*  
*Medina County – 38<sup>th</sup> Judicial District Attorney’s Office*  
*San Antonio Council on Alcohol and Drug Abuse*  
*Wilson County – County Attorney’s Office*  
*Wilson County – Justice of the Peace, Pct.*

Based on feedback and recommendations, staff finalized an electronic survey to help determine the greatest needs and gaps in resources within the 13-county region. The survey was done on Survey Monkey and the link sent out to all County Judges, CJAC members, regional law enforcement jurisdictions, current and past applicants, as well as other community stakeholders who had participated in the Community Planning process in the past. In all, approximately 125 individuals completed the survey. The following includes a list of agencies that submitted an online Strategic Planning Regional Needs Assessment:

*38<sup>th</sup> Judicial DA Office*  
*Alamo City Treatment Services/The Right Step – San Antonio*  
*Alamo Heights PD*  
*Alpha Home, Inc. (2)*  
*Arthur Nagel Community Clinic*

*Atascosa County Attorney’s Office*  
*Atascosa County EMO*  
*Atascosa County Court at Law*  
*Atascosa County JPO*  
*Atascosa Family Crisis Center, Inc.*  
*Atascosa Inter-Agency Council*

*Balcones Heights PD*  
*Bandera County Juvenile Probation*  
*Bandera County SO*  
*Bandera ISD*  
*Beacon Counseling Services*  
*Bethel Prevention Coalition*  
*Bexar County (2)*  
*Bexar County CSCD*  
*Bexar County DA (2)*  
*Bexar County Felony Drug Court*  
*Bexar County Judicial Services*  
*Bexar County Juvenile Probation (2)*  
*Bexar County Mgmt and Finance*  
*Big Brothers Big Sisters of South Texas (2)*  
*Boerne Counseling and Consultant Service*  
*Boerne ISD*  
*Boerne PD*  
*Boys Town Texas*  
*Bulverde PD*  
*C2 Global*  
*Caldwell, Comal and Hays CSCD*  
*Camino Real Community Services*  
*CASA of South Texas*  
*Catholic Charities*  
*Center for Health Care Services (2)*  
*Child Protective Services*  
*Children's Bereavement Center of South Texas*  
*ChildSafe*  
*Cibolo PD*  
*City of Selma*  
*Clarity Child Guidance Center*  
*Coastal Bend College*  
*Comal County JPO*  
*Comal County SO*  
*Crisis Center of Comal County*  
*Crosspoint, Inc.*  
*CTC Services*  
*Elite Counseling, Inc.*  
*Elmendorf PD*  
*Family Service Association of San Antonio*  
*Family Violence Prevention Services*  
*Floresville ISD PD*  
*Fredericksburg PD*  
*Frio/LaSalle Adult Probation*  
*Gillespie County Juvenile Probation*

*Gillespie County SO*  
*Good Samaritan Community Services*  
*Grey Forest PD*  
*Guadalupe County Court at Law*  
*Guadalupe County SO*  
*Guadalupe Valley Family Violence Shelter, Inc.*  
*Hill Country Crisis Council, Inc.*  
*Hill Country Family Services*  
*Hill Country MHDD - Kendall*  
*Hill Country Village PD*  
*Jewish Family Service of SA*  
*Judson ISD PD*  
*Karnes City PD*  
*Karnes County Victims Services*  
*Karnes/Wilson County Juvenile Probation*  
*Kendall County Justice of the Peace, Pct. 4*  
*Kendall County Victims Services*  
*Kendall County MHDD*  
*Kendall County SO*  
*Kenedy PD*  
*Kerr Co. Victim's Services*  
*Kerrville PD*  
*Kirby PD*  
*Lifetime*  
*Lytle PD*  
*Magdalena House*  
*Medina County JPO*  
*New Braunfels PD*  
*Not Above the Law*  
*Olmos Park PD*  
*Pleasanton PD*  
*Poteet PD*  
*SACADA (2)*  
*San Antonio Food Bank*  
*San Antonio ISD*  
*San Antonio ISD PD*  
*Seguin ISD*  
*Seguin PD (2)*  
*Seton Home*  
*Southwest Family Life Centers*  
*St. John Lutheran Church*  
*St. Jude's Ranch for Children (2)*  
*St. Peter – St. Joseph Children's Home*  
*TDCJ*  
*Texas State University*

*University Health System – Detention  
Health Care Services  
UT Health Science Center*

*Veteran’s Administration  
Wilson County Attorney’s Office*

Once the data was compiled, staff invited CJAC members and survey participants who indicated they would like to be involved in the prioritization process to an additional meeting. Attendees went over the survey results of their respective areas of expertise and prioritized issues based on the data collected. The following include the agencies that participated in the prioritization process:

***Juvenile Justice System Improvement/Juvenile Issues:***

- *Bexar County – District Attorney’s Office*
- *Bexar County – Juvenile Probation Office*
- *Guadalupe County Judges Office*
- *Medina County – Juvenile Probation Office*
- *San Antonio ISD*

***Direct Victims Services/Victims Issues***

- *Bethel Prevention*
- *Bexar County – District Attorney’s Office*
- *Big Brothers Big Sisters of South Texas*
- *BoysTown Texas*
- *City of New Braunfels*
- *Comal County Crisis Council*
- *Connections Individual and Family Services*
- *Family Violence Prevention Services*
- *Family Service Association*
- *Hill Country Cares*
- *Jewish Family Services*
- *Karnes County – Victims Services*
- *Kerr County – Victims Services*
- *Rape Crisis Center*
- *SAMM Ministries*
- *Seton Home*
- *St. Peter’s St. Joseph’s Children’s Home*

***Criminal Justice System Improvements/Law Enforcement***

- *Alamo Heights PD*
- *Bexar County – Sheriff’s Office*
- *Guadalupe County – Sheriff’s Office*
- *Kenedy PD*



- *La Vernia PD*

***Mental Health/Substance Abuse Prevention***

- *Atascosa County – District Attorney’s Office*
- *Boerne Counseling and Consultant Services*
- *Center for Healthcare Services*
- *San Antonio Council on Drugs and Alcohol*
- *Wilson County – District Attorney’s Office*

**Gaps in Resources for Criminal Justice**

Service providers and experts in the various fields were asked to determine which services were the most important and needed in their communities, as well as identify which had the most gaps in resources in meeting or providing needed services. The following were identified by Community Stakeholders as services having the most gaps in resources.

***Juvenile Justice System Improvement/Juvenile Issues:***

All stakeholders with experience or expertise working with youth were asked to identify services and resources most important in their community. Stakeholders were also asked to determine which of those services and resources had the most gaps. The following includes the community responses, the most common gaps are highlighted in yellow:

*Community Resources and Services*

Please indicate services and/or resources you think are most important to juveniles in your community					
Answer Options	Very Important	Somewhat Important	Not Important	N/A	Response Count
Academic Failure Prevention/Intervention	52	4	0	1	57
After/Out of School Programs	40	17	0	0	57
Bullying Prevention Programs	39	18	2	0	59
Character Building	46	10	1	0	57
Community Education	33	22	2	1	58
Community Supervision Programs	33	15	2	3	53
Criminal History Reporting - County Disposition Rates	25	17	5	5	52
Cyber Safety	39	14	3	0	56
Drop-Out Prevention	51	5	0	0	56
Electronic Crime Prevention/Intervention	27	19	4	3	53
Employability Skills/Training	50	6	0	0	56

Family Preservation Services	46	7	2	0	55
<b>Family Stability</b>	<b>54</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>58</b>
First Offender Education	34	14	1	4	53
Gang Prevention	35	15	3	2	55
Healthy Relationships/Dating Violence Prevention	44	11	0	0	55
Job Readiness	39	14	0	3	56
Juvenile Justice Alternative Education Centers (JJAEC)	32	15	0	7	54
Life Skills	46	11	0	0	57
<b>Mental Health Services</b>	<b>53</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>58</b>
Mentoring	38	14	1	1	54
Offender Accountability	41	6	1	4	52
<b>Parenting Skills</b>	<b>49</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>57</b>
Professional Counseling/Therapy Services	46	12	0	0	58
School-Based Delinquency Prevention Programs	37	14	0	3	54
School Resource Officers	35	15	1	3	54
School Safety Planning	38	10	0	5	53
Specialized Training for Professionals	38	15	0	1	54
Specialty Courts	31	16	4	3	54
<b>Substance Abuse Prevention</b>	<b>51</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>56</b>
<b>Substance Abuse Intervention/Treatment</b>	<b>53</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>56</b>
Teen Pregnancy Prevention/Intervention	41	12	1	2	56
Tobacco Use Prevention	30	22	3	0	55
Transitional Living Program	19	25	4	4	52
Truancy Intervention	38	18	0	1	57
Truancy Prevention	37	19	0	1	57
<b>Violence Prevention</b>	<b>49</b>	<b>9</b>	<b>0</b>	<b>1</b>	<b>59</b>

### *Gaps in Services*

<b>Juvenile Issues -</b>					
<b>Which services have the most gaps in your community?</b>					
<b>Answer Options</b>	<b>Available and Sufficient</b>	<b>Available, but Insufficient</b>	<b>Not Available</b>	<b>N/A</b>	<b>Response Count</b>
Academic Failure Prevention/Intervention	11	35	4	3	53
After/Out of School Programs	15	29	6	1	51
<b>Bullying Prevention Programs</b>	<b>11</b>	<b>33</b>	<b>6</b>	<b>2</b>	<b>52</b>
Character Building	9	27	12	4	52
Community Education	12	25	9	5	51
Community Supervision Programs	10	23	9	6	48
Criminal History Reporting - County Disposition Rates	23	13	4	8	48
Cyber Safety	7	25	15	3	50
<b>Drop-Out Prevention</b>	<b>10</b>	<b>32</b>	<b>7</b>	<b>2</b>	<b>51</b>

Electronic Crime Prevention/Intervention	5	21	15	7	48
Employability Skills/Training	7	31	10	2	50
Family Preservation Services	4	34	10	2	50
Family Stability	2	32	12	4	50
First Offender Education	5	28	9	6	48
Gang Prevention	8	23	15	5	51
Healthy Relationships/Dating Violence Prevention	10	28	11	1	50
Job Readiness	5	33	8	5	51
Juvenile Justice Alternative Education Centers (JJAEC)	14	13	10	12	49
Life Skills	8	32	7	4	51
Mental Health Services	9	40	3	0	52
Mentoring	8	32	7	3	50
Offender Accountability	12	22	7	6	47
Parenting Skills	10	29	9	2	50
Professional Counseling/Therapy Services	11	31	7	1	50
School-Based Delinquency Prevention Programs	8	29	7	7	51
School Resource Officers	22	14	8	5	49
School Safety Planning	21	18	4	6	49
Specialized Training for Professionals	11	24	8	4	47
Specialty Courts	12	15	16	5	48
Substance Abuse Prevention	6	41	3	0	50
Substance Abuse Intervention/Treatment	2	39	10	0	51
Teen Pregnancy Prevention/Intervention	4	33	8	4	49
Tobacco Use Prevention	11	21	14	4	50
Transitional Living Program	1	22	15	9	47
Truancy Intervention	15	26	5	4	50
Truancy Prevention	8	33	6	3	50
Violence Prevention	7	28	10	4	49

### ***Direct Victims Services/Victims Issues***

All stakeholders with experience or expertise in the realm of victims services were asked to identify services and resources most important in their community. Stakeholders were also asked to determine which of those services and resources had the most gaps. The following includes the community responses, the most common gaps are highlighted in yellow:

### ***Community Resources and Services***

<b>Victims Issues -</b>					
<b>Please indicate services and/or resources you think are most important for victims of crime in your community</b>					
<b>Answer Options</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Not Important</b>	<b>N/A</b>	<b>Response Count</b>
Assistance Filing Crime Victims Compensation Claims	26	19	0	0	45
Community Awareness of Available Resources	40	7	0	0	47

Court Accompaniment	28	13	1	1	43
Criminal History Reporting - County Disposition Rates	26	14	0	2	42
Criminal Justice Personnel Positions to Provide Direct Services to Victims	28	14	1	0	43
<b>Crisis Intervention Services</b>	<b>43</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>46</b>
Culturally Competent Services	34	6	2	0	42
Emergency Food/Clothing	35	7	0	3	45
<b>Emergency Protective Orders</b>	<b>40</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>44</b>
<b>Emergency Shelter</b>	<b>40</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>44</b>
Family Preservation	33	6	1	2	42
Forensic Interviews for Victims	36	3	0	3	42
<b>Forensic Medical Exam Services for Sexual Assault Victims</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>41</b>
<b>Hotline Crisis Intervention/Counseling Services</b>	<b>39</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>45</b>
Information and Referral	37	8	0	0	45
Investigative Team Case Coordination	33	7	0	2	42
Job/Skills Training	30	9	1	3	43
Legal Advocacy	34	6	0	1	41
Life Skills Training	26	14	0	4	44
Medical Accompaniment	27	12	0	3	42
<b>Mental Health Services (Counseling and Therapy)</b>	<b>41</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>46</b>
Multi-Disciplinary Team Case Coordination	30	10	0	2	42
<b>Obtaining Protective Orders and Enforcement</b>	<b>40</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>44</b>
Peer Support Programs	25	12	1	4	42
Prevention Programs/Public Education	28	13	0	2	43
Safety Plan Development	36	6	0	2	44
Shelter/Transitional Housing	34	8	0	2	44
Specialized Child Abuse Courts	29	6	2	5	42
Specialized Family Violence Courts	30	6	2	4	42
Specialized Human Trafficking Programs	27	12	1	3	43
Specialized Services for Non-English Speaking Victims	28	9	0	4	41
Specialized Training for Professionals	33	7	0	3	43
Transportation	28	11	1	4	44
<b>Victim Advocacy Programs</b>	<b>37</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>44</b>
Victim Services for Elderly Populations	30	8	0	3	41
Volunteer Recruitment/Training	21	16	2	2	41
Witness Preparation to Testify in Court (Children)	28	11	0	2	41

### *Gaps in Services*

<b>Which services have the most gaps in your community?</b>					
<b>Answer Options</b>	<b>Available and Sufficient</b>	<b>Available, but Insufficient</b>	<b>Not Available</b>	<b>N/A</b>	<b>Response Count</b>
Assistance Filing Crime Victims Compensation Claims	25	11	1	1	38

Community Awareness of Available Resources	13	23	4	0	40
Court Accompaniment	23	12	2	0	37
Criminal History Reporting - County Disposition Rates	19	12	2	3	36
Criminal Justice Personnel Positions to Provide Direct Services to Victims	13	19	4	2	38
Crisis Intervention Services	16	21	3	0	40
Culturally Competent Services	11	16	5	3	35
Emergency Food/Clothing	19	15	1	3	38
Emergency Protective Orders	22	15	0	2	39
Emergency Shelter	10	23	4	1	38
Family Preservation	4	22	4	4	34
Forensic Interviews for Victims	19	12	2	2	35
Forensic Medical Exam Services for Sexual Assault Victims	16	11	6	1	34
Hotline Crisis Intervention/Counseling Services	21	13	2	2	38
Information and Referral	22	15	2	0	39
Investigative Team Case Coordination	12	19	2	3	36
Job/Skills Training	7	22	2	5	36
Legal Advocacy	11	19	3	3	36
Life Skills Training	6	23	3	5	37
Medical Accompaniment	11	16	4	4	35
Mental Health Services (Counseling and Therapy)	8	28	1	2	39
Multi-Disciplinary Team Case Coordination	15	13	3	3	34
Obtaining Protective Orders and Enforcement	20	17	0	1	38
Peer Support Programs	11	13	5	7	36
Prevention Programs/Public Education	9	19	5	4	37
Safety Plan Development	13	18	3	4	38
Shelter/Transitional Housing	9	22	5	2	38
Specialized Child Abuse Courts	10	7	11	6	34
Specialized Family Violence Courts	6	9	15	4	34
Specialized Human Trafficking Programs	2	18	13	3	36
Specialized Services for Non-English Speaking Victims	8	19	3	5	35
Specialized Training for Professionals	13	16	4	2	35
Transportation	6	20	6	3	35
Victim Advocacy Programs	14	23	1	0	38
Victim Services for Elderly Populations	9	21	2	4	36
Volunteer Recruitment/Training	5	22	3	5	35
Witness Preparation to Testify in Court (Children)	13	18	2	3	36

### ***Criminal Justice System Improvements/Law Enforcement***

All stakeholders with experience or expertise in law enforcement, prosecution or the courts were asked to identify services and resources most important in their community. Stakeholders were also asked to determine which of those services and resources had the most gaps. In the case of law enforcement and criminal justice personnel, information was requested specifically

regarding law enforcement services, criminal justice/law enforcement equipment, and judicial/prosecutorial services.

The following includes the community responses, the most common gaps are highlighted in yellow:

*Law Enforcement Services - Community Resources and Services*

<b>Criminal Justice/Law Enforcement Issues -</b>					
<b>Please indicate which law enforcement services you think are most important in your community.</b>					
<b>Answer Options</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Not Important</b>	<b>N/A</b>	<b>Response Count</b>
Arrest Rates	18	19	5	0	42
Body-Worn Cameras	24	13	3	0	40
Communication Centers	31	4	0	5	40
Community Policing/Citizen Volunteers	17	16	3	3	39
Cold Case Investigation	16	16	3	5	40
Crime Data Records Management Systems	31	5	2	2	40
Crime Prevention/Intervention Programs	31	7	1	2	41
Crime Stopper Programs	20	16	1	2	39
Criminal History Reporting - County Disposition Rates	24	12	2	2	40
Cyber Crime/Network Intrusion	15	20	1	4	40
Dissemination of Public Information	25	9	2	4	40
Drug Interdiction/Enforcement	29	7	1	3	40
DWI/DUI Enforcement	31	8	0	2	41
Equipment	33	5	0	2	40
Family Violence Investigation	34	6	1	1	42
Gang Prevention Units	22	14	2	3	41
Human Trafficking Programs	20	17	3	2	42
Interoperable Communications	28	7	0	5	40
Multi-Disciplinary Team Coordination	21	12	1	6	40
Neighborhood Watch	24	11	2	3	40
Officer/LE Safety	36	2	0	2	40
Personnel	39	0	1	1	41
Professional Training for Jailors	19	6	0	16	41
Professional Training for LE - Mandatory	35	3	0	2	40
Professional Training for LE - Specialized	31	6	0	3	40
Response Time to Emergency Calls	37	2	0	2	41
School Safety/School Resource Officers	21	9	1	10	41
Specialized Mental Health LE Personnel	24	12	0	4	40
Specialized Tactical/SWAT Units	16	14	3	7	40
Specialized Victim Services LE Personnel	21	16	0	4	41

Speed Enforcement	16	18	4	3	41
Supervision of Offenders - Parole, Probation, Pretrial	25	5	0	12	42
Terrorism Prevention/Counter Terrorism	21	12	2	5	40
UCR Reporting	21	12	1	6	40
Victim Assistance/Advocacy	31	8	0	5	44
Visibility of Law Enforcement in the Community	36	6	0	1	43

### *Law Enforcement Services - Gaps in Services*

<b>Which services have the most gaps in your community?</b>					
<b>Answer Options</b>	<b>Available and Sufficient</b>	<b>Available, but Insufficient</b>	<b>Not Available</b>	<b>N/A</b>	<b>Response Count</b>
Arrest Rates	30	7	0	3	40
Body-Worn Cameras	8	11	17	1	37
Communication Centers	19	9	3	5	36
Community Policing/Citizen Volunteers	11	16	6	2	35
Cold Case Investigation	10	11	9	6	36
Crime Data Records Management Systems	22	10	3	1	36
Crime Prevention/Intervention Programs	14	18	3	1	36
Crime Stopper Programs	23	8	3	2	36
Criminal History Reporting - County Disposition Rates	23	11	1	1	36
Cyber Crime/Network Intrusion	8	18	6	4	36
Dissemination of Public Information	19	14	1	3	37
Drug Interdiction/Enforcement	14	18	2	3	37
DWI/DUI Enforcement	16	17	3	1	37
Equipment	13	21	0	3	37
Family Violence Investigation	18	18	1	2	39
Gang Prevention Units	10	14	12	2	38
Human Trafficking Programs	6	17	14	3	40
Interoperable Communications	16	15	2	5	38
Multi-Disciplinary Team Coordination	18	9	5	5	37
Neighborhood Watch	12	15	7	4	38
Officer/LE Safety	23	13	0	2	38
Personnel	14	23	0	1	38
Professional Training for Jailors	11	9	1	17	38

Professional Training for LE - Mandatory	23	14	0	1	38
Professional Training for LE - Specialized	16	20	0	2	38
Response Time to Emergency Calls	27	8	0	3	38
School Safety/School Resource Officers	14	11	5	7	37
Specialized Mental Health LE Personnel	7	23	5	2	37
Specialized Tactical/SWAT Units	16	6	7	8	37
Specialized Victim Services LE Personnel	10	15	10	3	38
Speed Enforcement	19	15	0	4	38
Supervision of Offenders - Parole, Probation, Pretrial	12	10	4	11	37
Terrorism Prevention/Counter Terrorism	6	13	14	5	38
UCR Reporting	24	7	1	6	38
Victim Assistance/Advocacy	16	17	2	5	40
Visibility of Law Enforcement in the Community	23	15	0	2	40

*Criminal Justice Equipment – Community Resources and Services*

<b>Criminal Justice Equipment</b>					
<b>What do you think is the most important equipment for law enforcement in your community?</b>					
<b>Answer Options</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Not Important</b>	<b>N/A</b>	<b>Response Count</b>
Audible and Visual Early Warning Systems	15	13	3	4	35
Automated License Plate Readers	8	17	6	4	35
AED's	18	8	0	6	32
Body-Worn Cameras	22	10	1	2	35
Crime Scene Investigation Equipment/Supplies	24	9	0	2	35
Drug Interdiction Equipment	19	10	3	2	34
DWI/DUI Traffic Stop Supplies	20	11	1	3	35
Electronic Data Retention Services	25	7	1	2	35
Electronic Monitoring Devices	14	11	1	6	32
Evidence/Property Room Storage	26	6	1	0	33
In-Car Computers	27	7	0	0	34
In-Car Video Systems	28	6	0	0	34
K-9 Equipment/Supplies	15	10	4	5	34
Live Scan	14	10	3	5	32



Mobile Command Unit	14	14	3	1	32
Mobil Data Terminals	24	8	0	0	32
Patrol Boat	2	3	13	14	32
Portable Signage	5	18	5	4	32
Radar Unit	23	9	1	0	33
Radio Systems - Interoperable	30	2	0	2	34
Surveillance	13	17	0	2	32
SWAT Equipment	17	11	2	3	33
Vehicles	32	1	0	0	33
Watch Tower	5	3	11	14	33

*Criminal Justice Equipment – Gaps in Resources*

<b>What law enforcement equipment is your community lacking or not have readily available?</b>					
<b>Answer Options</b>	<b>Available and Sufficient</b>	<b>Available, but Insufficient</b>	<b>Not Available</b>	<b>N/A</b>	<b>Response Count</b>
Audible and Visual Early Warning Systems	9	9	10	3	31
Automated License Plate Readers	5	4	19	3	31
AED's	4	10	11	4	29
Body-Worn Cameras	7	9	14	1	31
Crime Scene Investigation Equipment/Supplies	12	15	2	2	31
Drug Interdiction Equipment	8	16	5	2	31
DWI/DUI Traffic Stop Supplies	14	12	2	3	31
Electronic Data Retention Services	13	15	2	2	32
Electronic Monitoring Devices	8	9	5	8	30
Evidence/Property Room Storage	13	16	0	2	31
In-Car Computers	15	11	4	1	31
In-Car Video Systems	17	10	3	1	31
K-9 Equipment/Supplies	12	7	7	5	31
Live Scan	8	5	13	5	31
Mobile Command Unit	9	5	14	3	31

Mobil Data Terminals	14	12	4	1	31
Patrol Boat	3	0	12	15	30
Portable Signage	6	12	8	5	31
Radar Unit	20	8	2	1	31
Radio Systems - Interoperable	17	10	2	2	31
Surveillance	6	19	4	2	31
SWAT Equipment	11	12	4	4	31
Vehicles	17	13	0	1	31
Watch Tower	2	0	14	14	30

*Judicial/Prosecutorial Services – Community Resources and Services*

<b>Criminal Justice - Judicial/Prosecutorial Services</b>					
<b>What are the most important judicial/prosecutorial services available in your community?</b>					
<b>Answer Options</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Not Important</b>	<b>N/A</b>	<b>Response Count</b>
Court Security Equipment	21	8	0	0	29
Crimes Against Children Investigators/Prosecutors	26	2	0	2	30
Defense Investigators/Prosecutors	17	6	1	5	29
Diversion Programs	19	7	0	3	29
Drug Court	18	7	1	3	29
Family Violence Courts	18	6	2	3	29
Family Violence Prosecution Team	23	2	1	4	30
Justice Information System	21	5	0	2	28
Mental Health Court	18	4	2	4	28
Mental Health Crisis Services	25	1	0	2	28
Re-entry Court	11	6	2	9	28
Sexual Assault Investigators/Prosecutors	24	1	1	3	29
Specialized Training for Court Personnel	21	9	0	1	31
Specialized Training for Prosecutors	23	5	0	2	30
Veterans Court	15	5	2	7	29

*Judicial/Prosecutorial Services – Gaps in Resources*

**Which judicial/prosecutorial services have the most gaps in your community?**

Answer Options	Available and Sufficient	Available, but Insufficient	Not Available	N/A	Response Count
Court Security Equipment	11	15	2	0	28
Crimes Against Children Investigators/Prosecutors	10	15	1	1	27
Defense Investigators/Prosecutors	6	12	2	7	27
Diversion Programs	7	14	2	5	28
Drug Court	8	10	6	4	28
Family Violence Courts	6	8	9	5	28
Family Violence Prosecution Team	6	9	7	7	29
Justice Information System	14	6	3	4	27
Mental Health Court	2	14	6	5	27
Mental Health Crisis Services	6	17	2	2	27
Re-entry Court	1	11	6	9	27
Sexual Assault Investigators/Prosecutors	10	13	3	2	28
Specialized Training for Court Personnel	7	15	5	3	30
Specialized Training for Prosecutors	7	15	3	4	29
Veterans Court	7	8	6	7	28

### ***Mental Health/Substance Abuse Prevention***

All stakeholders with experience or expertise in mental health and substance abuse prevention were asked to identify services and resources most important in their community. Stakeholders were also asked to determine which of those services and resources had the most gaps. The following includes the community responses, the most common gaps are highlighted in yellow:

### ***Mental Health Services - Community Resources and Services***

<b>Mental Health and Substance Abuse Treatment -</b>					
<b>What services have the most gaps in your community?</b>					
Answer Options	Available and Sufficient	Available, but Insufficient	Not Available	N/A	Response Count
Access to Affordable Health Care	5	35	3	1	44
Access to Medication	6	35	3	1	45
Access to Pyschiatric Services and Therapy	2	42	1	0	45
Case Management	13	30	1	0	44
Continuum of Care for Mental Health Patients	2	39	2	0	43
Counseling Services	9	34	1	0	44
Criminal History Reporting - County Disposition Rates	16	14	2	6	38
Crisis Service Providers	9	31	2	0	42
Culturally Competent Services	9	23	4	4	40
Dual Diagnosis Services	3	31	6	2	42
Housing for People with Mental Illness	0	34	9	1	44
Out-Patient Treatment Programs	3	34	4	1	42
Peer-led Services	9	17	7	5	38
Prevention Services	2	31	3	3	39
Recovery Coaches	5	25	6	4	40

Residential Treatment Programs	1	29	11	1	42
Resource Lists for Community Providers	16	20	4	1	41
Specialized Training for Court Personnel on Mental Health	5	23	6	4	38
Specialized Training for Law Enforcement on Mental Health	7	28	2	2	39
Specialized Training for Victim Advocates on Mental Health	6	27	4	1	38
Transportation	2	29	7	2	40

*Mental Health – Gaps in Services*

What are the most important services available to address mental health issues in your community?					
Answer Options	Very Important	Somewhat Important	Not Important	N/A	Response Count
Access to Affordable Health Care	42	2	0	1	45
Access to Medication	43	1	1	1	46
Access to Psychiatric Services and Therapy	45	1	0	0	46
Case Management	36	8	1	0	45
Continuum of Care for Mental Health Patients	42	2	0	0	44
Counseling Services	40	5	0	0	45
Criminal History Reporting - County Disposition Rates	19	13	4	2	38
Crisis Service Providers	38	6	0	0	44
Culturally Competent Services	24	13	1	2	40
Dual Diagnosis Services	34	9	0	1	44
Housing for People with Mental Illness	41	4	0	0	45
Out-Patient Treatment Programs	41	2	0	0	43
Peer-led Services	16	19	1	4	40
Prevention Services	29	12	0	1	42
Recovery Coaches	18	20	1	3	42
Residential Treatment Programs	40	4	0	0	44
Resource Lists for Community Providers	35	8	0	0	43
Specialized Training for Court Personnel on Mental Health	32	8	0	1	41
Specialized Training for Law Enforcement on Mental Health	39	3	0	0	42
Specialized Training for Victim Advocates on Mental Health	29	12	0	0	41
Transportation	30	10	2	1	43

*Substance Abuse Treatment – Community Resources and Services*

**Substance Abuse Treatment -**  
**What are the most important services available to address substance abuse treatment in your**

**community?**

<b>Answer Options</b>	<b>Important</b>	<b>Somewhat Important</b>	<b>Not Important</b>	<b>N/A</b>	<b>Response Count</b>
Access to Medication	35	3	1	0	39
Alcohol Education Programming for Minors	29	7	1	1	38
Alternatives to Incarceration	30	7	1	1	39
Assessment - Screening and Referral	34	6	0	0	40
Case Management	32	5	0	0	37
Community-Based Prevention Programs	28	9	0	0	37
Counseling/Therapy Services	34	4	0	0	38
Culturally-Competent Services	23	10	1	2	36
DWI Intervention	31	5	1	0	37
Outpatient Treatment Programs	35	3	0	0	38
Prescription Drug Awareness/Prevention Program	28	10	0	0	38
Recovery-Based Homes	29	7	2	0	38
Recovery Coaches	23	15	1	0	39
Residential Treatment Programs	34	4	1	1	40
School-Based Prevention Programs	27	10	0	2	39
Substance Abuse Intervention	34	5	0	0	39
Substance Abuse Prevention	32	6	0	0	38
Tobacco Prevention Programs for Youth	23	10	3	2	38
Treatment Programs for Offenders	34	3	0	0	37

*Substance Abuse – Gaps in Services*

<b>Which substance abuse treatment services have the most gaps?</b>					
<b>Answer Options</b>	<b>Available and Sufficient</b>	<b>Available, but Insufficient</b>	<b>Not Available</b>	<b>N/A</b>	<b>Response Count</b>
Access to Medication	2	31	3	1	37
Alcohol Education Programming for Minors	7	23	3	2	35
Alternatives to Incarceration	1	28	4	3	36
Assessment - Screening and Referral	6	29	1	2	38
Case Management	3	27	2	2	34
Community-Based Prevention Programs	5	23	5	1	34
Counseling/Therapy Services	6	27	2	0	35
Culturally-Competent Services	4	20	5	4	33
DWI Intervention	9	19	2	3	33
Outpatient Treatment Programs	2	26	5	0	33
Prescription Drug Awareness/Prevention Program	2	20	10	2	34

Recovery-Based Homes	0	18	15	1	34
Recovery Coaches	4	22	7	2	35
Residential Treatment Programs	1	21	14	0	36
School-Based Prevention Programs	7	21	4	3	35
Substance Abuse Intervention	2	28	5	0	35
Substance Abuse Prevention	3	25	5	1	34
Tobacco Prevention Programs for Youth	8	15	6	4	33
Treatment Programs for Offenders	1	23	7	2	33

## ***AACOG Regional Strategic Plan Criminal Justice Priorities***

### **Juvenile Justice System Improvements/Juvenile Issues:**

- *Priority 1: Mental Health Services*
  - Substance Abuse Intervention/Treatment
  - Residential Treatment
  - Wrap-around Services
- *Priority 2: Family Stability*
  - Parenting Skill
  - Life Skills
  - Mentoring
  - Violence Prevention
  - Healthy Relationships/Dating Violence
- *Priority 3: Truancy*
  - Intervention
  - Prevention
  - Academic Failure
  - Drop-out Prevention
- *Priority 4: Electronic Crime Prevention/Intervention*
  - Cyber-safety
  - Bullying Prevention Programming
  - Community Education
- *Priority 5: Transitional Living Program*
  - Job Readiness
  - Life Skills
  - Mental Health Substance Abuse Services
  - Character Building

- Employability Skills/Training

## **Direct Victims Services/Victims Issues**

- *Priority 1: Comprehensive Crisis Support Services*
  - Emergency shelter
  - Hotline
  - Food
  - Sexual assault forensic Medical exams
  - Protective orders
  - Emergency intervention
  - Safety plan development
  - Crisis Intervention/Counseling
  - Information and referral
  - Crime Victim Compensation assistance
- *Priority 2: Mental Health*
  - Continuum of care for mental health and disability issues:
    - Accessible and affordable mental health services
    - Substance abuse treatment
    - Residential facilities
- *Priority 3: Victim/Legal Advocacy*
  - Improved coordination, collaboration, and communication among service providers and the criminal investigative and prosecutorial team through resolution
  - Information and Referral
  - Public Awareness and Education
  - Legal Advocacy
  - MDT Case Coordination
- *Priority 4: Restoration Services*
  - Shelter and other transitional housing/living facilities
  - Life skills
  - Job training
  - Affordable child care
  - MDT case coordination
  - Peer support/mentoring
  - Transportation
  - Education programs
- *Priority 5: Professional Development and Training*

## **Criminal Justice System Improvements/Law Enforcement**

- *Priority 1: Personnel*

- Recruitment and Retention
- Personnel Costs
- Pay and Benefits
- *Priority 2: Equipment*
  - Technology
    - Rapidly Changing
    - Personnel for Technology Equipment
    - State, Local, and Federal Requirements
- *Priority 3: Training*
  - Training on New Equipment (Technology)
  - Training Personnel for Retention
  - Mandated Training by the State
  - Agency Training for Generational Differences



## **Mental Health/Substance Abuse Prevention**

- *Priority 1: Access to Screening and Referral to Psychiatric and Substance Abuse Services and Therapy*
- *Priority 2: Continuum of Care for Mental Health and Substance Abuse Patients*
  - Medication
  - Outpatient Counseling
  - Therapy Services
- *Priority 3: Access and Transportation to Treatment Programs for Substance Abuse and Mental Health*
- *Priority 4: Substance Abuse Education, Intervention, and Prevention Programs*
- *Priority 5: Access to Affordable Healthcare and Residential Treatment Programs for Mental Health and Substance Abuse*

### ***Implementation of Regional Strategic Plan – CJAC Prioritization Process***

Under the direction of the AACOG Criminal Justice Advisory Committee, the priorities identified during the regional strategic planning process will be used as scoring elements during the 2017 prioritization process. Each applicant agency will have the opportunity to identify and explain which priority or priorities their project best addresses on a grant summary form provided to each applicant agency.

The Regional Priorities will be worth up to 20 points on the scoring tool, 100 points total available for all scoring elements. After significant discussion and deliberation, the CJAC determined that points to be awarded for regional priorities will be determined on an individual basis. The CJAC opted not to assign a pre-determined value based on the number of the priority, rather will be scored subjectively by CJAC members in how they best fit the priority or priorities identified

The CJAC will also administer bonus points for those agencies that chose to actively participate in the planning process. This includes participation in all phases – the development of the survey, taking the survey, evaluating survey results and prioritizing issues impacting the region. Agencies that attended the mandatory grant workshop were provided details on the purpose of the strategic plan and a timeline of when participation would be requested. The link to the survey, which was live for a week following the mandatory grant workshop, was also provided with directions and very specific requests for agencies to submit a survey outlining issues they identified in their community. Prior to the closing of the survey, all CJAC members, grant workshop attendees, and County judges were sent reminder emails to take the electronic survey.